



DEPARTMENT OF CONSERVATION

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Summary "California Principle" STATE GOVERNMENT Workgroup

October 27, 2008

The California Principle: ***California is a global leader innovating a healthy, prosperous, equitable society with an abundance of resources.***

At the second meeting of the full California Principle working group, a framework was created for the design and implementation of policies, programs, and projects that will lead to a "sustainable" California and an eco-effective approach to strategic growth. The group identified three areas for Goal and Strategy development – State Government, Communities, and All Californians – and agreed that a working group should be established for each area. This was the first meeting of the "State Government" workgroup. The objectives of this meeting were to:

- I. Clarify scope and role
- II. Review the Goal statement and refine as needed
- III. Review and finalize a set of strategies to achieve the Goal
- IV. Create objectives/metrics
- V. Agree on a preliminary Action Plan to implement strategies

I. Scope and Role

The group outlined several outcomes in which they saw their effort leading:

1. An institutionalized, officially sanctioned cross-functional group that can continue to work – maybe on a pilot.

Comments:

- Cross-functional efforts are often short lived – we need to implement something concrete so we see an accomplishment.
- Making progress in the Green arena requires brute force. We need something tangible and measurable – so it has meat.
- Specific projects that will make a difference; we want to bring back results. Better coordination of State resources to bring more effective programs.
- Start with a pilot project that includes collaborative work.
- Show multi-agency benefits. Identify pilot projects that show the benefits and haven't compromised agency authority.
- Look at doing some of the hard things. "Think big, start small, act now." Pull out the CPR and look at policies.

2. An infrastructure for working as one government – short term and long term institutionalization.
Comments:
 - Have every agency ensure that their strategic plan and process support a coordinated effort that goes beyond rhetoric.
 - Result in a legislative process or BCP – we need it in writing.
 - Clearly define the role of the Legislature in this effort. Identify opportunities to move ahead without the Legislature as well.
3. Seek and receive a mandate that gives us some authority. We need committed, risk-taking leaders.
Comments:
 - The State needs to better work with itself and align with itself.
 - Prioritize 2 - 3 key things, but also a broad social impact with the workforce and working poor in mind. This should meet social goals as well.
 - Think about our priorities and prioritize accordingly. Can we have the same level of authority that healthcare in the prisons now has?

II. Review of Goal

Community Goal: ***California State government will adopt a coordinated cross-functional approach to governing to foster and reflect the “California Principle” in State programs and policies.***

Upon review, the group decided that the goal statement should be more strongly worded. The group rewrote the goal statement to the following:

California State Government will govern in a coordinated cross-functional manner to drive and implement the “California Principle” in State programs and policies.

III. Development of Objectives

The group agreed upon the following objectives:

1. By March 2009, the Governor issues an Executive Order directing that State agencies must inform and invite other relevant agencies to participate in the development of their strategic plans, programs, and projects with shared performance measures.
 - Clearly stated goals
 - Government as leader. Drive to transformational objectives that pull organizations with them.
 - Gather plans, coordinate, and tie back to Strategic Transformational Goal.
 - Identify pilots for cross-functional team success.
2. By May 2009, the Department of Finance issues budget guidelines that will require and support demonstrated collaboration among Departments and agencies on programs and/or projects based on the implementation of the “California Principle.”
 - Build on existing initiatives that contribute to the California Principle.
 - Climate change
 - Green chemistry
 - Renewable energy
 - Transportation/land use
3. By December 2009, educate the State government workforce on the California Principle and the supporting principles of sustainability and eco-effectiveness.
 - Engage DPA and work with unions
 - Seek cross-training opportunities
 - “Civil service” need to be connected and supportive of this effort

4. By June 2009, adopt metrics to measure the state's performance and provide accountability for the successful implementation of the California Principle.
 - Hold appointees accountable
 - Improve feedback on program effectiveness/data sharing systems
 - Design and implement shared performance measures. Automated system. Measure bang for buck. Improve programs over time.
 - Focus on planning – Integrated Regional Planning on front end. Individual agencies working together to implement consistent regional policies.
 - Look at existing programs to see what is working/what isn't and retool.
 - Common mission statement for all agencies.
 - High-level policy-making body that defines the initiative.
 - Has to come from the Governor's cabinet and be a regular part of the discussion – hold them accountability.
5. By spring of 2009, we will develop an integrated regional planning approach.
 - Focus on planning – Integrated Regional Planning on front end. Individual agencies working together to implement consistent regional policies. Comment: integrated and implemented regionally, so regions are aligned.
 - Align with the federal level as well.
 - Other models of successful coordination exist – fire example.

IV. Review Strategies

The group reviewed the strategies that had been previously developed and determined that several could be combined and restated. One additional strategy was added. The following are the new strategies adopted by the group:

- A. Every State agency will identify statutes, policies, programs, and initiatives that conflict and/or compliment the values in the California Principle. (Establish a baseline for the “as is” environment.)
- B. Develop a mechanism for conducting independent and cross-functional analysis.
- C. Demonstrate the impact and value proposition of eco-effectiveness with the greening of State government.
- D. Put in place a funding mechanism that promotes and supports collaboration around projects and programs.
- E. Evolve the Sustainable Growth Council as a way to support the California Principle.
- F. Develop revolutionary bureaucrats and align workforce with the California Principle.

V. Agree On Preliminary Action Steps

To achieve the State government goal and objectives and put the strategies in play, the group identified several preliminary action items:

1. Develop criteria or a scorecard for determining what is in support of or in conflict with the California Principle. Cabinet should delegate this task possibly to a “Group of 100 work team.” Issue an Executive Order by 3/09.
2. Develop funding guidelines that every agency adopts that incorporate the California Principle (to include impact and value proposition of eco-effectiveness).
3. Get buy-in from Cabinet level leadership, as well as Directors.
4. Invite Department of Finance to participate in the group – Governor needs to be at the table. Understand underlying problems:

- Karen Finn – Capital Outlay Operations
 - Make the case to the Department of Finance: Triple bottom line, efficiency, eco-effectiveness
 - Identify government efficiency and cost savings examples
 - Senior manager who understands the California Principle
5. Begin Workforce development
 - Bring topic to stakeholders by 6/09
 - “Green Pathway” for high school/community college to create green workforce. Partnership with labor unions, educators.
 - Environmental Education Initiative – K-12 education – continue improve/expand.
 - Form partnerships with higher education to expand curriculum (e.g. teach toxicity to chemists).
 6. Develop criteria for selecting pilots.
 - Identify opportunity for pilots
 - Seek ideas from State agencies/public
 - Select pilot/identify lead/coordinators
 - Plan of action

Immediate Action Steps:

The group agreed to continue its work and put forth the following immediate action items:

1. All agreed to a two-hour meeting before the end of November with the Group of 100 and possibly a separate meeting with the Department of Finance.
 - Better explore and define:
 - Vision
 - Pilots – breaking down silos, agree on what a pilot is – this will shake out all kinds of things.
 - Meet with the Department of Finance around a single agenda item to hear each other out and establish common ground.
 - Another two hour meeting could be in coordination with the Strategic Growth Council.
2. Get the following to actively participate in this work group:
 - Department of Finance
 - Public Health
 - Department of Education
 - Department of Personnel Administration
 - ARB
 - Higher education (e.g. UC office of the President, Community Colleges)
 - Water Resources Control Board
 - The group requested advance notice for meetings – and shorter, more focused meetings
3. The group will provide feedback on these notes by the end of the week: 10/31/08.

Note: Please provide comments/feedback directly to Allen Goldstein at allen@theresultsgroup.com

We will be scheduling a two -hour follow up meeting and will inform you of the date, time ,and location. Thank you for participating in this important endeavor.